Supreme Court of Canada

2010-11

Departmental Performance Report

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Message from the Registrar

I am pleased to present the 2010-2011 Departmental Performance Report for the Supreme Court of Canada.

The Supreme Court of Canada is Canada's final court of appeal. The Office of the Registrar of the Supreme Court of Canada has a deep appreciation for the importance of the Court's role and focuses its efforts on a single strategic outcome, namely that "the administration of Canada's final court of appeal is effective and independent".

Over the course of the period covered by this report, the core work of the Office has continued to be the processing and management of cases brought to the Court. The decision-making environment has continued to present new risks, challenges and opportunities.

The implementation of the Court's Information Management (IM) program has progressed significantly. The deployment of an electronic document management system has taken place according to the objectives originally established and concrete accomplishments have been realized in the area of IM awareness, IM Strategies and IM Governance. In parallel, business processes have started to change, thus ensuring that the Court can better leverage new technologies. The work accomplished to date has brought the Court closer to its long term goal of improving electronic access to the Court's case files and information, both by the public and litigants.

In 2010-11, the Court faced significant challenges in the area of Security, both as a result of increasing threats in the area of IT Security and because of a lack of capacity due to high staff turnover. Our efforts to enhance the Court's overall security program to better meet the needs of the Court has nevertheless progressed in the area of IT Security, where significant measures were put in place to ensure the continuing safeguard of the Court's information assets. As well, progress has been made in the further development of the Security program: new governance models have been adopted and community partnerships have been solidified, thereby strengthening the Court's position in regard to security matters.

Finally, concrete steps have been taken to prepare for a major refurbishment project targeting the aging infrastructure of the Supreme Court of Canada building. In that regard, a functional review of the building has been launched.

I wish to conclude by thanking the entire staff of the Court for their continuing hard work and enthusiasm in serving the Court and Canadians with professionalism and a dedicated sense of purpose.

_____ _____

Roger Bilodeau, Q.C. Date

Section I: Organizational Overview

Raison d'être

Created by an Act of Parliament in 1875, the Supreme Court of Canada is Canada's final court of appeal. It serves Canadians by deciding legal issues of public importance, thereby contributing to the development of all branches of law applicable within Canada. The independence of the Court, the quality of its work and the esteem in which it is held both in Canada and abroad contribute significantly as foundations for a secure, strong and democratic country founded on the Rule of Law. In accordance with the *Supreme Court Act*, the Supreme Court of Canada consists of the Chief Justice and eight puisne judges. The Supreme Court of Canada is an important national institution, positioned at the pinnacle of the judicial branch of government in Canada.

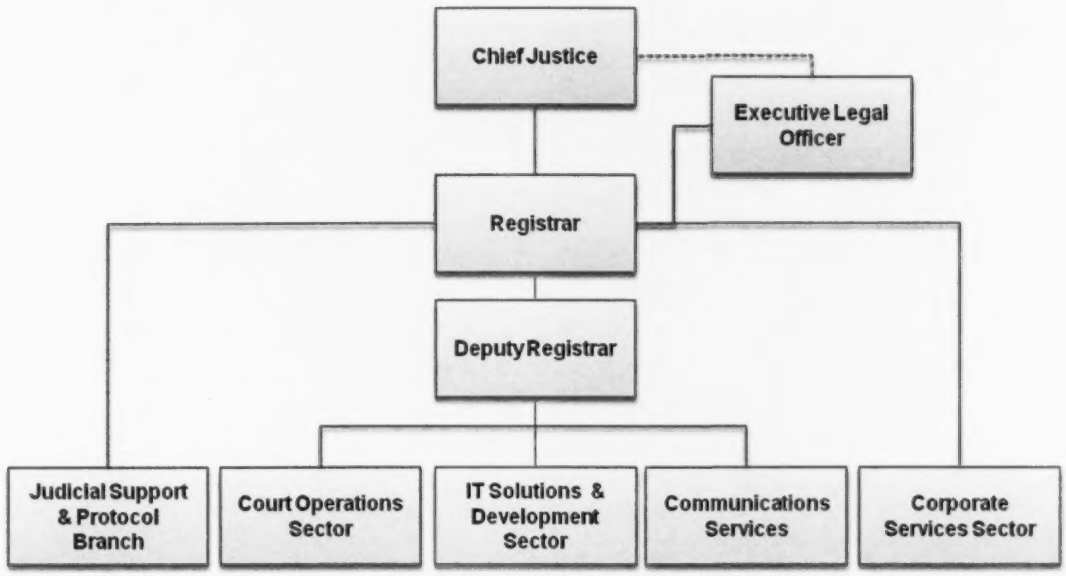
The Office of the Registrar of the Supreme Court of Canada provides all necessary services and support for the Court to process, hear and decide cases. It also serves as the interface between litigants and the Court. The focus of this report is on the performance and activities of the Office of the Registrar of the Supreme Court of Canada.

More detailed information on the Court's responsibilities, the hearing process and judgments is available on the Internet (http://www.scc-csc.gc.ca/home-accueil/index-eng.asp).

Responsibilities

The Supreme Court of Canada includes the Chief Justice and eight puisne judges, all of whom are appointed by the Governor in Council. The Supreme Court of Canada hears appeals from the decisions of the highest courts of final resort of the provinces and territories, as well as from the Federal Court of Appeal and the Court Martial Appeal Court of Canada. In addition, the Court provides advisory opinions on questions referred to it by the Governor in Council. The importance of the Court's decisions for Canadian society is well recognized. The Court assures uniformity, consistency and correctness in the articulation, development and interpretation of legal principles throughout the Canadian judicial system. Its jurisdiction is derived from the *Supreme Court Act* and other Acts of Parliament, such as the *Criminal Code*.

The Registrar, also a Governor in Council appointee, reports to the Chief Justice and heads the Office of the Registrar of the Supreme Court of Canada. The organization of the Office of the Registrar is depicted in the following diagram and further explained in the paragraphs that follow.



Judicial Support and Protocol Branch: The Judicial Support and Protocol Branch is responsible for the delivery of all judicial support services to the Chief Justice and the eight puisne judges of the Supreme Court of Canada, including protocol and judges' dining room services, the development and delivery of integrated judicial support programs and services, judicial administration, as well as the judges' law clerk program.

Court Operations Sector: Composed of the Law Branch, Reports Branch, Registry Branch and Library and Information Management Branch, this sector is responsible for the planning, direction and provision of legal advice and operational support to the Supreme Court judges respecting all aspects of the management of cases from the initial filing to the final judgment on an appeal. This includes processing and recording proceedings, scheduling of cases, legal and jurilinguist services, legal research and library services, legal editing services and publication of the Supreme Court Reports. Information management services, including case related and corporate records management, are also provided by the Sector.

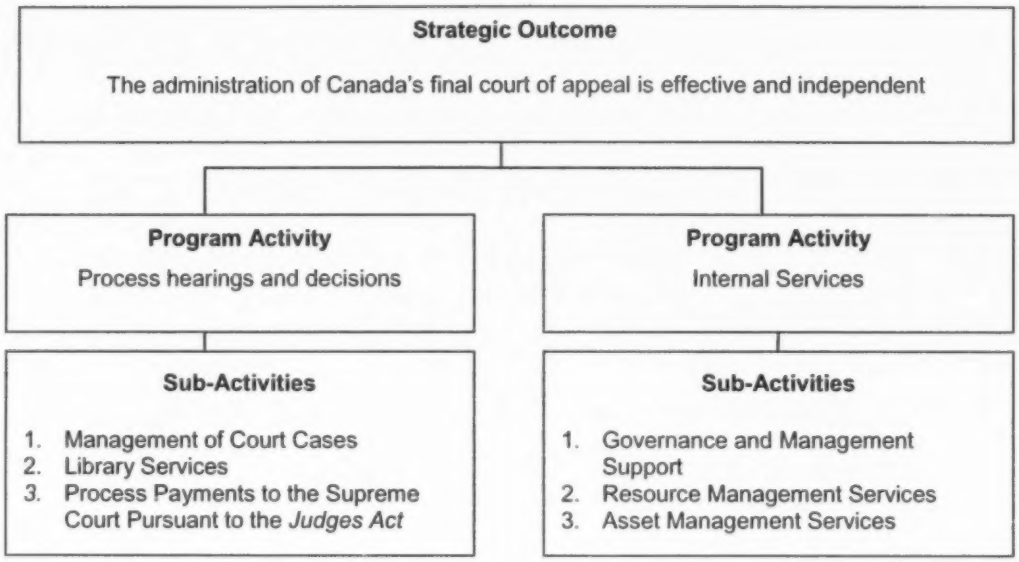
IT Solutions and Development Sector: The IT Solutions and Development Sector is responsible for the development, delivery and management of enterprise-wide IT strategies, plans, policies, standards and procedures; the design, development and implementation of modern, innovative, integrated, leading-edge IT solutions; the stewardship of IT resources, including security, business resumption planning and emergency preparedness in a 24/7 environment; and business analysis, business transformation, project management, and business development through change management initiatives that leverage maximum benefits from IT modernization and generate efficiencies.

Communications Services: The Communications Services Branch develops and implements communications strategies, plans and programs to increase public awareness and understanding of the Supreme Court of Canada and to enhance internal communications within the Court.

Corporate Services Sector: The Corporate Services Sector is responsible for administrative support to the Judges and staff including: strategic, business and resource planning; corporate reporting; management accountability; modern management methods and tools; integrated risk management; finance; procurement; accommodation; administration (telecommunications, mail and printing services); human resources; security; health and safety; emergency management and preparedness; and business continuity planning.

Strategic Outcome and Program Activity Architecture (PAA)

The Program Activity Architecture (PAA) diagram below illustrates the Office of the Registrar's framework of program activities and sub-activities. This structure allows the Office of the Registrar to effectively pursue its mandate and to contribute to its strategic outcome.


Strategic Outcome
The administration of Canada's final court of appeal is effective and independent
Program Activity
Process hearings and decisions
Program Activity
Internal Services
Sub-Activities
1. Management of Court Cases
2. Library Services
3. Process Payments to the Supreme Court Pursuant to the Judges Act
Sub-Activities
1. Governance and Management Support
2. Resource Management Services
3. Asset Management Services

Organizational Priorities

Performance/Priority Status Legend

Exceeded: More than 100 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities (RPP) was achieved during the fiscal year.
Met all: 100 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.
Mostly met: 80 to 99 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.
Somewhat met: 60 to 79 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.
Not met: Less than 60 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

The Office of the Registrar had two priorities for 2010-2011: (i) develop and implement a sound information management program; and (ii) enhance the security program to better meet the needs of the Court.

Priority	Type	Strategic Outcome and Program Activities
Develop and implement a sound information management (IM) program	Previously committed to	The administration of Canada's final court of appeal is effective and independent. Process hearing and decisions & internal services
Status: Mostly met		

The Supreme Court of Canada's (SCC) Enterprise Information Strategy and Information Management governance framework were finalized during the year. The strategy describes the SCC vision for electronic document and records management, and is supported by the Supreme Court's strategic plan. The SCC is implementing this vision through a phased approach, which includes the development of training plans, Information Management awareness activities, updating of procedures, policies and guidelines to more effectively adapt work processes to the new technology in use at the Court.

In the short term, an electronic document management solution (C-doc i.e. a SharePoint 2007 application) has been developed and is being phased in, with priority being given to Court operational records related to cases. The launch of C-doc version 1.3/1.4 took place in October 2010. Also in 2010, the SCC began managing its unstructured data in the shared drives, applying the functional file classification plan and retention and disposition schedules to documents in electronic repositories. This step is a necessary precursor to the implementation of an electronic records management solution.

Significant progress has been made in the renewal of the IM policy suite, with particular emphasis on directives and standards related to electronic document management and email management. As part of the business transformation process, the Supreme Court migrated from WordPerfect to Microsoft Word 2007 in 2010-11.

Priority	Type	Strategic Outcome and Program Activity
Enhance the security program to better meet the needs of the Court	New	The administration of Canada's final court of appeal is effective and independent. Internal Services
Status: Somewhat met		
Late in 2010-11, a new security governance structure was approved. The Court expects to staff two new positions in its Security Branch in 2011-12, which will enable the Court to review its security policies and procedures. New policies will also be implemented to improve the security component. The business continuity plan (BCP) is ongoing and should be near completion by the end of 2011-12. The Court's involvement with the continuity of constitutional government (CCG) community further sensitized the community partners towards the Court's security needs and requirements. This will address the overall security needs of the Court. In the area of IT Security, significant enhancements were made to ensure the safeguard of information in the context of increasing threats.		

Enhancements to the Integrated Planning and Reporting Function

During the course of the 2010-11 fiscal year, staffing constraints severely limited the number of resources and attention that could be devoted to improved measures in regard to Integrated Planning. Nevertheless, significant progress was made in IT planning with the introduction of an improved IT planning and reporting framework. Furthermore, work was accomplished in preparing for the introduction of the Treasury Board's *Investment Planning Policy*. An assessment of the requirements of the new *Investment Planning Policy* highlighted a need for better integration at the planning level between many key functions. A strategy for the improvement and streamlining of the planning and reporting framework will be elaborated in 2011-12.

Risk Analysis

Following the changes to the organizational structure that were announced on November 30, 2009, the Office of the Registrar continues to strive towards meeting its future challenges and to address its strategic priorities. The major factors affecting the Court's activities are detailed below, along with key risks.

Operating Environment. The environment within which the Office of the Registrar must carry out its activities is continually evolving. During 2010-11 the Office of the Registrar took concrete steps to prepare for a major refurbishment project targeting the aging infrastructure of the Supreme Court of Canada building, and the development of a functional review program has been launched.

To address the increased demand for the use of electronic information and technology in the Court's proceedings, the Rules of the Supreme Court of Canada were amended. All formatting requirements, for both electronic and paper versions of documents, were removed from the Rules and inserted in the Guidelines for Preparing Documents to be Filed with the Supreme Court of Canada. A major goal of those changes to the Rules was to streamline the process for future changes to the Guidelines when further updates are needed. This progression towards having most case-related documents prepared and filed electronically provides a more nimble approach in addressing changes in format and standards for the electronic submission of documents.

The Organizational restructuring which took place in November 2009 has also resulted in improved communications between the Court Operations Sector and IT Solutions & Development Sector, as well as in the delivery of Judicial Support Services to the judges' chambers. The launch of C-doc 1.3/1.4 and the move to Microsoft Office Word have resulted in a review of business processes (judgment templates) and workflows. The introduction of new technologies did bring about adjustments to work processes. Considerable time and effort was deployed to ensure better alignment of the judgment drafting process with the new word processing software.

There is considerable pressure on organizations to progress towards electronic based processes and to be receptive to the introduction of new technologies. However, prior to the introduction of any other new technologies, clear and realistic objectives must be set in terms of expected outcomes and efficiency gains.

In 2010-2011, there was also an assessment of other ways to improve the administrative efficiency of the Court in fulfilling its mandate. The Office of the Registrar, just like many other small agencies, faces continuing challenges between maintaining operations and addressing specific challenges, on one hand, while at the same time seeking to comply with the same expectations and requirements (e.g. reporting) established by central agencies and as are demanded of larger, more resourced departments or institutions. A series of proposed measures to deal with these continuing challenges were identified in 2010-11 and will be pursued in 2011-12.

Key risks. The key risks that may have implications for the Office of the Registrar's ability to achieve expected results during the reporting period are related to information management, change management and business transformation, people management, physical and information security, business operations and their continuity as well as delivery of judicial support services. In November 2009, the Registrar took steps to address these risks through an internal restructuring to better align the information management function, to better respond to business transformation needs as well as to better deliver various judicial support services to the judges' chambers. This reorganization has contributed to a better use of resources and improved collaboration between Court sectors, hence reducing the possible impact of the abovementioned risks.

Summary of Performance

The 2010-11 Financial Resources table shows Parliament approved resources for the Office of the Registrar and the changes in resources derived from supplementary estimates and other authorities, as well as how funds were spent. The 2010-11 Human Resources table displays the planned and actual full-time equivalents.

2010–11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
29.4	31.6	30.3

2010–11 Human Resources (full-time equivalents - FTEs)

Planned	Actual	Difference
209	203	6

Strategic Outcome: The administration of Canada's final court of appeal is effective and independent.

Performance Indicators	Targets	2010–11 Performance
Level of satisfaction among judges regarding quality of service	Annual and regularly scheduled interviews with Judges Target: "Satisfied" level	Target met: Following regular meetings and interviews between the Executive Committee Members and the Members of the Court, the Judges indicated that they were satisfied with the level of service provided to them.
Level of satisfaction among lawyers regarding quality of service	Annual interviews with lawyers' committees Target: "Satisfied" level	Target met: Comments received from lawyers at meetings of the Supreme Court of Canada / Canadian Bar Association Liaison Committee and the Court / Ottawa Agents Practice and Procedures Committee were unanimous in expressing the view that the quality of services provided by the Court Registry is excellent, and accordingly there is a high level of satisfaction on their part.

Program Activity	2009–10 Actual Spending ($ millions)	2010–11 ($ millions)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Process hearing and decisions	18.6	21.5	21.5	23.1	19.7	Strong and independent democratic institutions
Total	**18.6**	**21.5**	**21.5**	**23.1**	**19.7**	

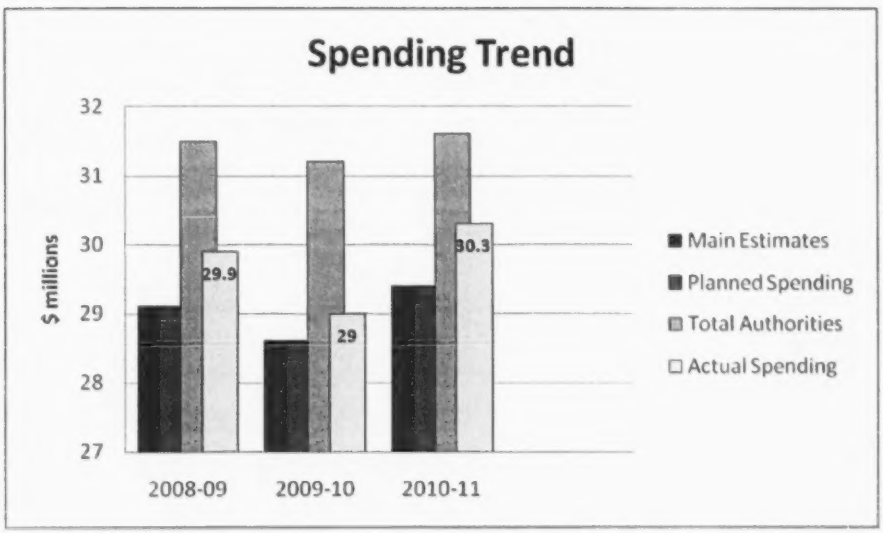
Program Activity	2009–10 Actual Spending ($ millions)	2010–11 ($ millions)			
		Main Estimates	Planned Spending	Total Authorities	Actual Spending
Internal Services	10.4	7.9	7.9	8.5	10.6

Expenditure Profile

Canada's Economic Action Plan (CEAP)

The CEAP did not have an impact on the Court's operations or activities.

Departmental Spending Trend



The Supreme Court of Canada has received fairly stable reference levels for the three fiscal years shown in the graph above.

Actual spending has varied slightly between 2008-09 and 2010-11, with higher spending noted in 2008-09 and 2010-11 as follows:

- Fiscal year 2008-09 marked the last year that the Supreme Court of Canada received additional funding for the modernization of its courtroom. Total spending for the project amounted to $651K in 2008-09, for which funding of $685K was received.
- An increase of 8% ($1.1M over 2009-10) in personnel costs was noted in 2010-11. This was due to a large retroactive salary settlement for the law group (LA) collective agreement settlement, higher severance costs and general increases to overall personnel costs.

Estimates by Vote

For information on our organizational Votes and/or statutory expenditures, please see the 2010–11 Public Accounts of Canada (Volume II) publication. An electronic version of the Public Accounts is available at http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html.

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome

The administration of Canada's final court of appeal is effective and independent.

Program Activity: Process hearings and decisions

Program Activity Description

The Office of the Registrar exists to provide the services the Court must have to render its decisions as the Court of last resort. The principal responsibilities of the Office of the Registrar are to provide a full range of administrative and support services to the Judges and to manage cases coming to the Court.

2010–11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
21.5	23.1	19.7

2010–11 Human Resources (full-time equivalents - FTEs)

Planned	Actual	Difference
147	145	2

Expected Results	Performance Indicators	Targets	Performance Status
Sub-Activity 1: Management of Court Cases			
Cases processed without delay	[a] Number of months between filing of application for leave to appeal and decision on application for leave to appeal	3.5 months	Mostly met
	[a] Number of months between hearing and judgment	6 months	Not met (refer to asterisk on page 16)
Access to Court services and information	% of lawyers and unrepresented litigants that were "satisfied" or "very satisfied" with Registry services	95%	Exceeded
Courtroom systems reliability	Number of hearing disruptions for technical reasons per year	0	Met all

Expected Results	Performance Indicators	Targets	Performance Status
Sub-Activity 2: Library Services			
Access to reference information	[a]% of factual/bibliographic requests for reference assistance responded to within service standard of 1 working day	95%	Exceeded
	[a]% of complex/ substantive requests for reference assistance responded to by date required by client	95%	Exceeded
	[a]% of users that were "satisfied" or "very satisfied" with library services	95%	Exceeded

Expected Results	Performance Indicators	Targets	Performance Status
Sub-Activity 3: Process Payments to the Supreme Court Pursuant to the *Judges Act*			
Timely and accurate processing of payments pursuant to the *Judges Act*	[a]% of payments processed within service standards	95%	Exceeded
	[a]% of errors on payments	2%	Met all

Performance Summary and Analysis of Program Sub-Activities

Sub-Activity 1: Management of Court Cases

Cases processed without delay

Performance Summary

A high percentage of all applications for leave to appeal, 93.3%, were decided within six months of filing. The average time lapse between the hearing of an appeal and judgment on the appeal was 7.7 months, with 35% of judgments being rendered within six months. The time lapses are consistent with those of the previous year.

Performance Analysis

The Office of the Registrar maintains monthly statistics on the Court's caseload, backlog and average time lapses between key steps in a case's history. It also produces a public annual statistical report which can be found at http://www.scc-csc.gc.ca/stat/index-eng.asp

Average Time Lapses (in months)	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Between filing of application for leave and decision on application for leave	5.4	4.3	5.7	3.9	3.7	3.7	3.4	3.5	3.2	3.2	3.4
Between date leave granted (or date notice of appeal as of right filed) and hearing	12.5	11.4	12.2	10.5	9.4	9.1	7.7	9	8.9	7.6	7.7
Between hearing and judgment	5.8	5.6	5.6	5.1	4	5.2	5.9	6.6	4.8	7.4	7.7

*In 2010, the Court maintained its average time lapse for deciding leave to appeal applications within the targeted levels. It also maintained its average time lapse between the date leave to appeal was granted (or a notice of appeal as of right was filed) and the hearing of a case at less than eight months. There was a minor increase in the time lapses between the hearing of a case and judgment, with some judgments being rendered over seven months after the hearing of the appeal. This is attributed to the growing complexity of many of the appeals in reserve. In 2010, the time lapse between filing of an application for leave to appeal and judgment on appeal was nineteen months, compared to eighteen in 2009.

Access to Court services and information

Performance Summary

The Registry solicits comments from users through client satisfaction cards. Very few clients took the opportunity to return the cards, but those that did indicated that they were "very satisfied".

Performance Analysis

Litigants, the public and the media access Court services through the Registry or the Court Website. The public face of the Supreme Court of Canada is its Registry. Clients attending the Registry are encouraged to fill out a comment card in regard to their satisfaction level relating to various services offered and with respect to staff. Some clients attend to pick up judgments or review a case file, but most will come to the Registry to file documents or obtain information about bringing a proceeding before the Supreme Court of Canada. Registry staff must provide timely, accurate and easily understood information, and the comments received reflect positively on Registry performance in all areas including timely service, staff professionalism and knowledge, and overall level of satisfaction.

General enquiries and requests for Court information by the public are increasing, likely due to a better-informed and more demanding public, as well as from the captivating issues debated in Court cases. In 2010, the Court Records staff continued to respond to requests for documents from Court files in both electronic and paper format. A total of 2,724 requests from internal and external clients for Court files and documents were fulfilled. A total of 6,200 files or parts thereof were retrieved for these clients. Over 98% of external requests for Court files and documents were dealt with within the established service standard of 48 hours.

Members of the public can now access with ease both appellants' and respondents' factum, online, through the Supreme Court of Canada's Website. Plans to increase the number of document types accessible via the Website will decrease pressure to respond to external requests and improve access to the public. Also in 2010-11, Library and Archives Canada (LAC) reviewed the Court's case and administrative records to determine if the collection presently stored at the LAC could be expanded, in the interests of preserving and extending access to this rich body of information on the Court's internal work processes and the administration of cases of national importance. A Memorandum of Understanding is expected to be concluded in 2011-12.

The percentage of leave applications filed by self represented litigants decreased slightly in 2010, to 25%. All self represented litigants who contact the Court were provided with an information and instruction guide that includes samples of fill-in-the-blank applications for

leave to appeal, response and reply books that a self represented litigant can complete and file with the Court. If a self represented litigant has access to the Internet, he/she is referred to the Supreme Court of Canada Website where they can access an information portal that allows them to download PDF versions of the sample books.

Percentage of leave to appeal applications filed by self represented litigants			
Years	**Leave to appeal applications filed by all litigants**	**Leave to appeal applications filed by self represented litigants**	**% filed by self represented litigants**
2000	642	117	18 %
2001	621	117	19 %
2002	523	106	20 %
2003	550	92	17 %
2004	568	114	20 %
2005	544	103	19 %
2006	506	115	23 %
2007	602	149	25 %
2008	529	128	24 %
2009	545	143	26%
2010	488	122	25%

Courtroom systems reliability

Performance Summary

The IT Solutions and Development Sector is responsible for the management and the operation of all Audio-Visual equipment, as well as for the management of all IT systems in the Courtroom. The objective is to ensure that the proper support framework is in place and that sufficient redundancy is built into the Courtroom systems to ensure continuous availability and to avoid any disruptions to hearings. In 2010-11, only one incident of Courtroom equipment malfunction was reported. However, this incident did not cause disruptions to any Court hearings.

In the interest of ensuring that the Courtroom systems continue to be reliable, a complete review and assessment of Courtroom systems is being planned for 2011-12. This assessment will help identify opportunities for improvement as well as target pieces of equipment needing replacement as a result of reaching the end of their regular life cycle.

Performance Analysis

In view of the fact that there was only one instance of courtroom equipment malfunction in 2010-11 and that no hearing was disrupted as a result of that incident, all expected performance levels for this priority have been met.

Sub-Activity 2: Library Services

Access to reference information

Performance Summary

Two client satisfaction surveys were administered in 2010-11, i.e. during the months of June and December 2010. The methodology changed due to very low survey returns in June 2010. The lack of responses (23% for the June survey) was attributed to survey fatigue and a lack of direct correlation to the Reference services provided. In December 2010, each specific factual or complex request was responded to and included a user satisfaction survey. The return rate improved significantly. In both surveys, client satisfaction exceeded our target, with close to 100% of respondents indicating that the requested information was received on time and was relevant to their work.

Performance Analysis

The major focus in the Library has been aimed at implementing a new organizational model with mixed library and information management responsibilities for staff, and in integrating the Records Office management team with that of the Library, into one cohesive group. There have been no significant changes in the delivery of library services to the members of the Court or to the internal staff of the Supreme Court.

We continue to monitor the impact of inflationary increases on the library's collections, through statistical analysis of the citations which appear in the *Supreme Court Reports*. Based on this analysis, the percentage of case law and legislation available in the library's print collection increased in 2010-11 (8.11% for case law and 0.7% for legislation). The percentage of secondary literature titles cited in the Reports and available in the print collection decreased by 9.4% in 2010-11. However, the majority of the citations to secondary sources not found in the print collection (57%) were available electronically. The balance of the citations not in our collection was located through interlibrary loans as well as from Court factums.

Overall access to the library collection remains consistently high (100% availability), through a combination of the print collection, Internet access, database subscriptions and interlibrary loans. In total, there were 1339 cited sources for the 67 Court cases published in 2010. Citations to foreign and international case law and legislation decreased, while citations of foreign secondary sources went up, putting additional pressures on the Library's print collection.

On another front, the Court has implemented its new Electronic Resource Management System. As a result, trials are performed by Library staff to test new sources of information and collect feedback from users, ensuring that there is sufficient potential return on investment prior to entering into a license agreement in regard to new information sources.

Sub-Activity 3: Process Payments to the Supreme Court Pursuant to the *Judges Act*

Timely and accurate processing of payments pursuant to the *Judges Act*

Performance Summary

The Supreme Court of Canada achieved a level of 96% for the timely processing of payments pursuant to the *Judges Act* within the service standards of five days and incurred an error rate of 2% on the accuracy of the processing of these claims.

Performance Analysis

This represents a significant increase from 83% in the prior year. Significant effort was put into carefully monitoring outstanding payments so as to ensure timely reimbursement of judges' expense claims. More frequent payments were issued in order to stay within the targeted timeframe. Efforts will continue to maintain or surpass the target of 95%.

Although an independent file review was not conducted in 2010-11, an assessment of the corrective entries was used as a basis in determining whether or not the SCC met its target of an error rate of 2% or less. Of 323 transactions, 7 adjusting entries were needed to correct various errors, resulting in an error rate of 2%, thus meeting the target. The adjustments consisted mostly of errors in financial coding. The SCC will continue to strive towards reducing that error rate.

Program Activity: Internal Services

Program Activity Description

Internal Services are groups of related activities and resources that are administered to support Court programs and other corporate obligations of an organization such as the Court. These groups are: Governance and Management Support, Resource Management Services as well as Asset Management Services. Internal Services include only those activities and resources that apply to the entire Court and not those provided to a specific program.

2010–11 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
7.9	8.5	10.6

2010–11 Human Resources (full-time equivalents - FTEs)

Planned	Actual	Difference
62	58	4

Performance Summary

The objective of the Office of the Registrar's internal services is to support the Court's core program activity by providing timely and responsive services that are effective and efficient as per the established service standards. Some key initiatives such as Quarterly Financial Reporting, Future-Oriented Financial Statements, as well as Internal Controls over Financial Reporting were started in 2010-11. An Independent review of statutory payments and an assessment of the security services were undertaken. While Human Resources worked on the talent management and the learning management framework.

Performance Analysis

- Work was undertaken in February 2011 to prepare for the upcoming Quarterly Financial Reports (QFR). A draft of the QFR, comparing the third quarter of 2010-11 vs. the same quarter in 2009-10 was prepared and submitted to the Office of the Comptroller General for review and feedback. Comments received will be incorporated into the first QFR of 2011-12, which will be available on the Court's Internet site at the end of August 2011.

- Following the first publication of the Future-Oriented Financial Statements in the 2010-11 Report on Plans and Priorities, the Office continued to work in 2010-11 on the second set of Future-Oriented Financial Statements which were published in the 2011-12 RPP.

- In preparation for the implementation of the Treasury Board *Policy on Internal Control* in April 2011, the Court participated in the working group sessions provided by the Office of the Comptroller General. Work was undertaken to review the preliminary work started in 2009-10 and a strategy for the implementation of the policy was developed. Significant work will be required in 2011-12 to fully implement the new policy and ensure on-going compliance.

- The Court engaged the services of Audit Services Canada in 2010-11 to review the accuracy of the payments issued under the *Judges Act*. The review covered the period of 2007-08, 2008-09 and 2009-10. The review did not cover the payments issued in 2010-11. The results of the review were previously communicated in the 2009-10 Department Performance Report.

- With the approval of a new governance model, the Court will continue to assess the delivery of security services, implement new policies and procedures as well as ensure the on-going progress of the Business Continuity Planning.

- In October 2010, a Learning, Training and Development Policy was developed and presented to and approved by the Executive Committee. This policy focuses on building leadership and meeting organizational learning needs. It provides a framework within which decisions about development and learning can be made and defines the support and resources provided to employees.

  The Learning, Training and Development Policy also addresses the need for appropriately transferring critical knowledge to ensure that future generations of employees have the skills required to fulfill the Court's vision. Furthermore, Human Resources is currently working on analyzing employee Learning Statistics which will enable the Court to establish and implement a Corporate Learning Curriculum which essentially involves identifying a series of learning initiatives, provided Court wide to employees to ensure learning needs at a corporate level are met. A presentation is due in September/October 2011 to the Executive Committee for approval of the initiatives and delivery of the learning curriculum.

- By integrating the organizational vision and values within our Code of Conduct, we have ensured proper awareness by way of distribution to all employees and that these organizational values can be implemented in their work life. Furthermore, our organizational vision and values were shared during a training session given to all staff aimed at fostering a respectful workplace.

Lessons Learned

Information Management

The deployment of the Court's electronic document management system and the continuing transition to the use of electronic documents, records and publications has brought to light the growing need to put in place a supportive Information Management framework and governance structure. Some considerable work has gone into the development of the Information Management program, including governance. More needs to be done to ensure that the Court is able to leverage its considerable investments in technology, especially in the area of requirements assessment and planning enhancements to program. In addition to an updated Enterprise Information Management Strategy, the need for sound business rules around information management, as well as improving the general understanding of all employees on their IM roles and responsibilities, will be a focus in coming years. Business transformation is a key outcome. An Information Management Awareness Strategy and staff orientation and training are planned for 2011-12.

Enhance the security program to better meet the needs of the Court

In 2010-2011, the Court faced significant challenges in the area of Security, both as a result of the increasing threats in the area of IT Security and because of a lack of capacity due to high staff turnover. Efforts to enhance the Court's overall security program to better meet the needs of the Court has progressed in the area of IT Security, where significant measures were put in place to ensure the safeguard of the Court's information assets.

From a physical security standpoint, the new organizational structure will enhance the security program once new positions are staffed. The lack of resources in the Security Branch contributed to delay in implementing new policies, as well as in reviewing and assessing the present security program. Steps are being taken to address those matters. The Court will also review and renew its emergency procedures, as needed.

Section III: Supplementary Information

Financial Highlights

Condensed Statement of Financial Position
As at March 31, 2011 ($ millions)

	% Change	2010–11	2009–10 (*Restated)
Total assets	(14)%	7.4	8.6
Total liabilities	7%	7.3	6.8
Equity of Canada	(94)%	0.1	1.8
Total	**(14)%**	**7.4**	**8.6**

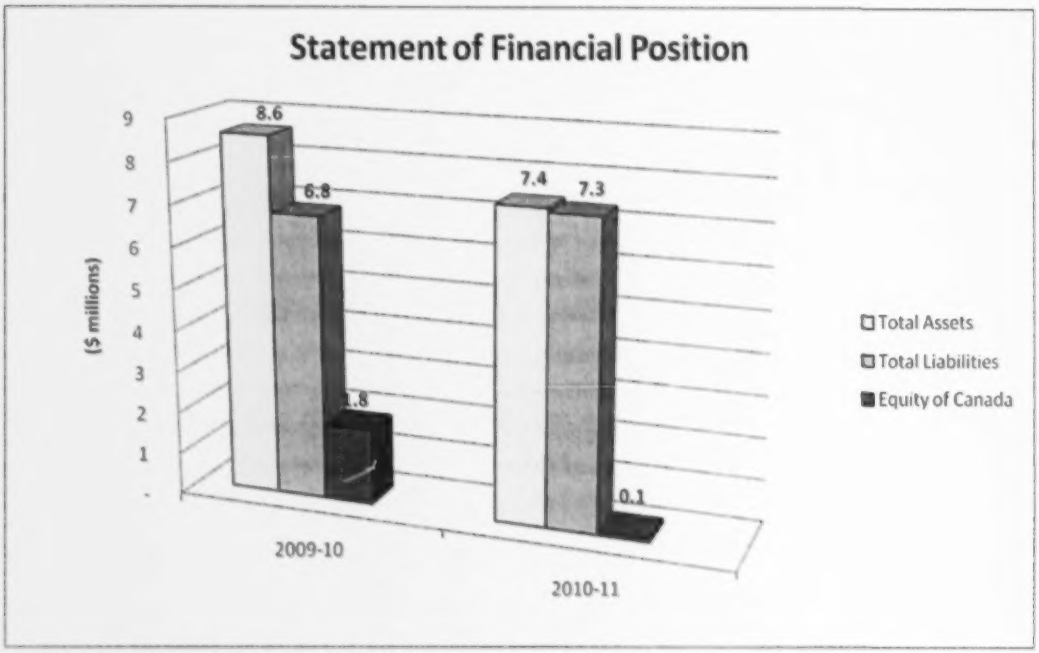
*Adoption of New Accounting Policies

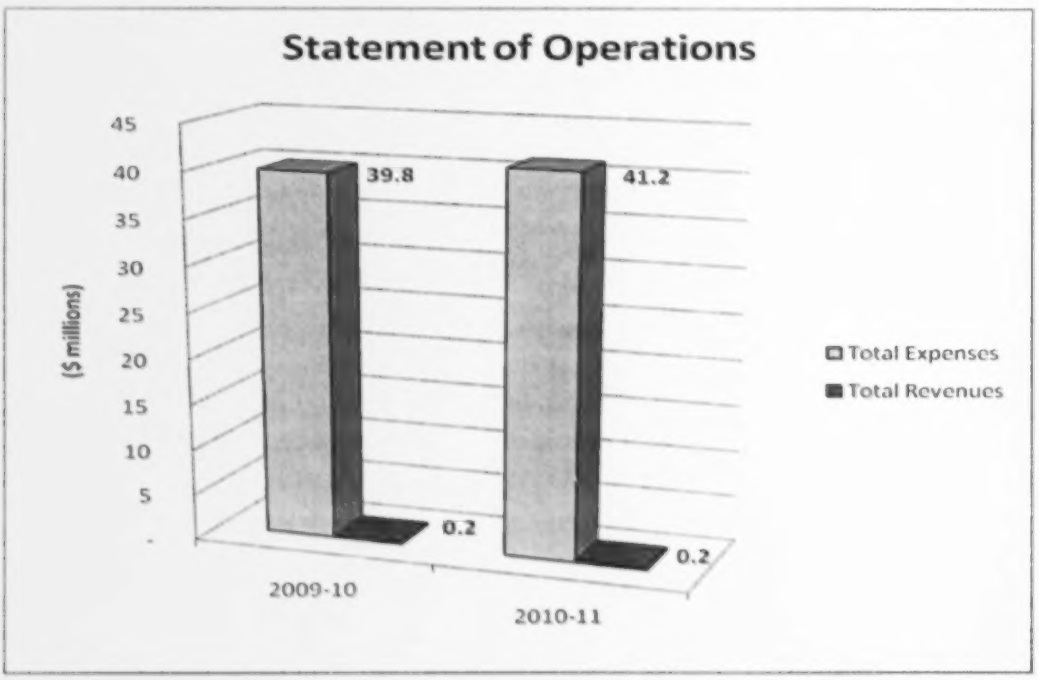
The Office of the Registrar adopted the revised *Treasury Board Accounting Standard (TBAS) 1.2: Departmental and Agency Financial Statements* which is effective for the 2010-11 fiscal year. The major change in the accounting policies of the Office of the Registrar required by the adoption of the revised *TBAS 1.2* is the recording of amounts due from the Consolidated Revenue Fund as an asset on the Statement of Financial Position. The adoption of the new Treasury Board accounting policy has been accounted for retroactively. The significant variance in the line item Equity of Canada is due to the adoption of this revised accounting policy.

Condensed Statement of Operations
For the year ended March 31, 2011 ($ millions)

	% Change	2010–11	2009–10
Total expenses	4%	41.2	39.8
Total revenues	0%	0.2	0.2
Net cost of operations	**4%**	**41.0**	**39.6**

Financial Highlights Graphs





Financial Statements

The financial statements can be found on the Office of the Registrar's Website at http://www.scc-csc.gc.ca/fin/2010-11-eng.asp

List of Supplementary Information Tables

All electronic supplementary information tables found in *2010–11 Departmental Performance Report* can be found on the Treasury Board of Canada Secretariat's Website at: http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/index-eng.asp

- Green Procurement
- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting

Section IV: Other Items of Interest

Organizational Contact Information

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Listing of Statutory and Departmental Reports

Supreme Court Reports

Pursuant to section 17 of the *Supreme Court Act*, the Registrar or the Deputy Registrar, as the Chief Justice directs, is responsible for the publication of the judgments of the Court in the *Supreme Court Reports*, which include all the reasons for judgment rendered by the Court in a given calendar year.

Legislation Administered

Supreme Court Act	**R.S.C. 1985, C.S-26 as amended**
Judges Act	**R.S.C. 1985, C.J-1 as amended**